Government of the Northwest Territories
Annual Report on the Affirmative Action Policy
March 31, 2005

Table of Contents

Part 1 – Government/Regional Affirmative Action Information

Introduction 3
The Policy 4
Affirmative Action Policy Designated Groups 5
Sources of Statistics 6
Profile of the Northwest Territories Population 7
Current Labour Market 8
Profile of the Territorial Public Service 9
Designated Group Distribution 9
Five-Year Trend 11
Geographic Distribution 11
Recruitment Activity 12
Direct Appointments 12
Support for Government-Wide Affirmative Action Activities and Initiatives 13
Support for NWT-Wide Affirmative Action Activities and Initiatives 18

Part 2 – Departmental Reports on Affirmative Action

Ministry of Aboriginal Affairs 21
Department of Education, Culture and Employment 25
Department of Executive 29
Department of Finance 31
Financial Management Board Secretariat 36
Department of Health and Social Services 39
Department of Justice 45
Legislative Assembly 47
Department of Municipal and Community Affairs 49
Northwest Territories Housing Corporation 53
Department of Public Works and Services 59
Department of Resources, Wildlife and Economic Development 62
Department of Transportation 65

Appendices *(Two-Year Comparative Summaries)*

Appendix "A" – Human Resource Reporting Categories 69
Appendix "B" – Summary of Affirmative Action Statistics 71

Introduction

Each year, the Government of the Northwest Territories (GNWT) produces an annual report on the administration of the *Affirmative Action Policy*. The report is prepared on a fiscal year basis and provides the Legislative Assembly and public with information about affirmative action activity that has taken place during the previous year.

Each department provides an overview of their human resource programs and services used to support affirmative action. These reports include statistical information and short descriptions of specific actions taken to promote and implement the *Affirmative Action Policy*. In preparing their reports, departments are asked to consider the following six areas of human resource management:

Corporate Policy
Recruitment
Retention
Succession Planning
Post-Employment
Evaluation/Accountability

Appendix "A" provides examples of the kinds of initiatives and activities that would typically be reported in each category.

The Policy

The Government of the Northwest Territories established the *Affirmative Action Policy* in 1989. This policy reflects the GNWT's commitment to a competent Public Service that is representative of the population it serves.

Through the policy, the Government of the Northwest Territories gives preference in employing and developing qualified, suitable and eligible members of designated target groups.

The *Affirmative Action Policy* is based on six key principles:

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training and career advancement opportunities.

2. The Government of the Northwest Territories should encourage eligible members of designated groups to seek career and training opportunities in the Public Service.

3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.

4. Eligible members of designated groups in the Northwest Territories will have preferred access to employment, training and career advancement opportunities in the government.

5. Affirmative Action is a positive and integral part of the human resources planning process.

6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

Affirmative Action Policy Designated Groups

Four designated groups are eligible for priority status:

Indigenous Aboriginal Persons (referred to unofficially as P1)

Means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons (referred to unofficially as P2)

Means those non-Aboriginal persons born in the Northwest Territories or who have lived more than half of their lives in the Northwest Territories.

Resident Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the person from taking advantage of employment, training and career advancement opportunities in a way which would not be encountered by a person without disability.

Resident Women

Means those women who have been resident in the Northwest Territories for a period of at least one year.

The first three designated groups have priority status on all competitions. In addition, women have priority status on competitions for management and non-traditional jobs.

The merit principle applies among designated groups.

Sources of Statistics

The employee statistics in this report come from the GNWT's human resource management system Peoplesoft, operated by the Financial Management Board Secretariat. They are based on March 31, 2005 information.

Statistics from the Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board have not been included in some totals because they are not available from Peoplesoft. Where they have been included, the Department of Health and Social Services has provided a manual tally.

Employees of the following organizations are not government employees and are not included in the statistics:

Hay River Community Health Board
Yellowknife Education District #1
Yellowknife Catholic Schools

Profile of the Northwest Territories' Population

The general population statistics are from the Bureau of Statistics Population Estimates for December 2004.

The Northwest Territories is comprised of a diverse population. These individuals live in 33 communities from Fort Smith near the Northwest Territories/Alberta border to Sachs Harbour on Banks Island in the Beaufort Sea.

All communities fall into one of three categories:

- large urban centre with population of 19,056 (Yellowknife),
- medium sized towns with populations of 2,500 to 3,900 (Fort Smith, Hay River, Inuvik),
- small, more traditional communities.

While there are frontline workers in every community, the majority of government employees are located in the larger centres.

According to the most recent Northwest Territories population figures, the population is estimated to be 42,925. Of this number, approximately 21,414 or 50% are Aboriginal people. It is important to note that a person who is considered Aboriginal for population estimates may not qualify for affirmative action priority as an Indigenous Aboriginal person unless they meet the definition in the *Affirmative Action Policy*.

The population is almost evenly split between females (49%) and males (51%).

The Current Labour Market

The current labour market has a significant impact on the GNWT's ability to attract and retain candidates from designated groups. Labour supply issues include the limited number of people looking for work, the education levels of those who are unemployed, and the location of the jobs versus the location of those who are unemployed. Labour market issues include the competition from mines, oil and gas companies, federal, municipal and aboriginal governments and other industries such as tourism.

In 2004, there were 1,400 people looking for work in the NWT (Statistics Canada Labour Force Survey). The overall NWT unemployment rate stood at 6.0% as compared to an unemployment rate of 6.7% for Canada.

Education levels continue to be a major challenge to matching people in designated groups to jobs. According to the 2004 NWT Socio-Economic Scan prepared by the GNWT Bureau of Statistics, educational levels among aboriginal residents still lag behind the territorial average. In 2004, some 45% of aboriginal persons 15 years of age and older had a high school diploma or more as their highest level of schooling compared with 87% of non-aboriginal residents 15 years of age and older. The attainment of a university degree or equivalent continues to present a major obstacle for aboriginal candidates seeking senior or highly technical positions in the GNWT. In 2004, less than 5% of aboriginal residents in the NWT possessed a university degree or equivalent.

In addition to the apparent labour supply issues, the GNWT is also faced with increasing competition for the same resources from private sector employers. In an effort to comply with socio-economic benefit agreements, many mining, oil and gas companies are seeking qualified candidates from the designated groups. This puts an enormous strain on the existing labour market.

Finally, a sizable portion of western Canada continues to experience economic prosperity. This results in further demand for already scarce resources, particularly in the oil, gas and trades fields. With the expansion of the Internet-based recruitment advertising, these opportunities are becoming increasingly accessible to qualified northern candidates.

Profile of the Territorial Public Service

The Public Service of the NWT includes more than 4000 individuals from many diverse cultures and backgrounds. Each employee brings unique knowledge and experience to contribute to the Territorial Public Service. These employees work for one of 12 departments, 11 authorities/boards, Aurora College or the NWT Housing Corporation.

Departmental Information

The departmental distribution of employees is as follows:

Department	Number of Employees	% of the Public Service
Aboriginal Affairs	37	0.9%
ECE	198	4.9%
Executive	54	1.3%
Finance	47	1.2%
FMBS	165	4.1%
Justice	418	10.3%
Legislative Assembly	28	0.7%
MACA	131	3.1%
NWT Housing Corporation	103	2.5%
Public Works & Services	204	5.0%
RWED	399	9.8%
Transportation	257	6.3%
Aurora College	170	4.2%
Divisional Education Councils	693	17.0%
Health & Social Services (Includes all public service Health and Social Service Authorities)	1166	28.6%
Total	**4070**	**100%**

Two year comparative information by department is located in Appendix "B".

Designated Group Distribution

Within the various departments of the GNWT, a diverse workforce delivers programs and services to the residents of the NWT. The following table identifies the number of employees that meet the criteria of each designated group in the GNWT's *Affirmative Action Policy*.

Designated Group	Number of Employees	% of the Public Service
Indigenous Aboriginal Persons	1100	30.4%
Indigenous Non-Aboriginal Persons	494	13.7%
Disabled Persons	15	0.4%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Management

Jobs in the management category are those jobs with responsibility for planning, organizing, staffing, directing and controlling the activities of programs and services through subordinate supervisors. Jobs in this category are exclusive to senior management positions. As of March 31, 2005, there were 178 jobs that fit the definition of management.

Designated Group	Number of Employees	% of Management
Indigenous Aboriginal Persons in Management	29	16.3%
Women in Management	57	32.0%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Non-Traditional Occupations

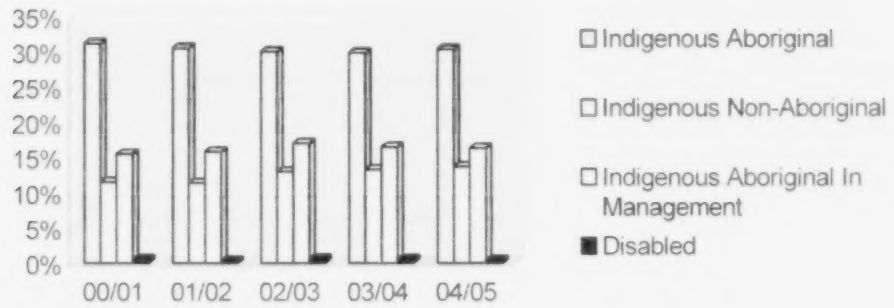
Jobs are classified as non-traditional if there are at least 10 positions of a specific type across government and at least 70% of the incumbents are male. Some examples of non-traditional occupations include civil engineers, correctional service officers and computer systems analysts. There were 523 non-traditional positions as of March 31, 2005.

Designated Group	Number of Employees	% of Non-Traditional Occupations
Women in Non-Traditional Occupations	61	11.7%

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board

Five-Year Trend

Over the past five years, the GNWT has experienced a fairly constant percentage of indigenous aboriginal employees in its ranks. Since 2002/03, the percentage of indigenous aboriginals in management positions has declined slightly.



Geographic Distribution

The extent to which different regions have achieved a representative public service reflects the available workforce and the types of employment available. Slightly less than 52% of all GNWT employees work in Yellowknife/ Headquarters, with another 31.5% in the South Slave, Deh Cho, and North Slave regions and 16.5% in the Beaufort-Delta and Sahtu communities.

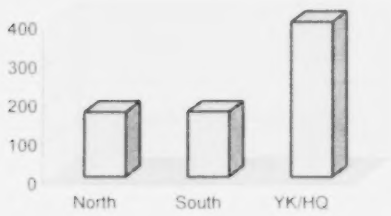
*	Yellowknife/HQ	Beaufort-Delta, Sahtu	South Slave, Deh Cho, North Slave
Indigenous Aboriginal	317 (14.9%)	234 (34.8%)	549 (42.8%)
Indigenous Non-Aboriginal	383 (18.1%)	22 (3.2%)	89 (6.9%)
Disabled	10 (0.5%)	2 (0.3%)	3 (0.2%)

*Totals do not include Yellowknife Health and Social Services Authority, Inuvik Regional Health and Social Services Authority and the Dogrib Community Services Board
Percentages reflect percent of regional workforce

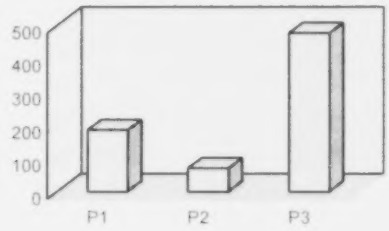
Recruitment Activity

During 2004/05, the Government of the Northwest Territories placed approximately 732 new and existing non-casual employees through the hire and transfer processes. Approximately 78% of all recruitment activity resulted in a northern point of hire while slightly less than 18% of all new-hires were affirmative action candidates.

Geographic Distribution

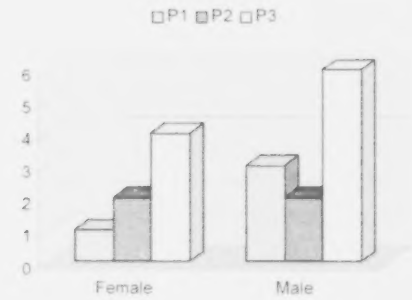


Affirmative Action Category



Placement Type

Management Occupations



Direct Appointments

In fiscal year 2004/05, there were 67 direct appointments for individual positions*. These appointments included:

- 41 indigenous Aboriginal appointees;
- 15 indigenous non-Aboriginal appointees;
- 9 appointees without affirmative action status;
- 1 resident woman in management; and
- 1 resident disabled person.

*Totals do no include direct appointment for candidates into internships.

Support for Government-Wide Affirmative Action Activities and Initiatives

Human Resource Planning

Exit Interviews

The GNWT uses an electronic system that increases the ease in which departing employees can complete exit interviews. This process greatly increases the efficiency of data collection and reporting of exit interview information. The results of the exit interview system enable us to better determine why employees leave the public service and whether barriers to advancement exist. As a planning tool, this information will be useful in terms of retaining and developing affirmative action employees. Although there have been limited exit interviews completed so far, general themes would include the need for increasing skill development of managers and supervisors and a generally positive attitude about the overall work environment.

Recruitment

Northern Graduate Employment Program

As part of the Maximizing Northern Employment effort, the GNWT administers two programs designed to attract and retain recent northern graduates within government and in the private and non-profit sectors. In the GNWT during the 2004/05 fiscal year, the Graduate Intern Program resulted in the employment of 36 students. Of this total, 12 are indigenous aboriginal, and 21 are indigenous non-aboriginal. In the private and non-profit sectors, the Graduate Transition Program resulted in the employment of 18 students. It is expected that these programs will continue to improve the transition of affirmative action graduates from the classroom to workplaces in the NWT.

The Northern Graduate Employment Program also guarantees employment to students who have completed their studies in the field of education, nursing and social work. During the 2004/05 fiscal year, the GNWT was able to place 18 nurse graduates, 3 social work graduates and 16 teacher graduates in related positions.

Summer Student Employment Program

The GNWT provides students with a range of work experience opportunities through summer employment. The hiring decisions are made by departments, boards and agencies. Students who wish to apply for a job with the GNWT can register with the Summer Student Employment Program (SSEP).

The SSEP includes the Progressive Experience Program. This program offers incentives for departments to hire northern students and provide them with experience relevant to their area of study. During the 2004/05 fiscal year, departments provided progressive experience to 36 indigenous aboriginal students and 48 indigenous non-aboriginal students.

SSEP offers a web-based central employment registry for NWT students looking for summer employment within the GNWT. In total, 294 summer students were hired by the GNWT. Of these students,

- 139 were indigenous aboriginal students, and
- 144 were indigenous non-aboriginal students.

The Staffing Process

The staffing process is an integral part of the GNWT's effort to foster a public service representative of the people it serves. In November 2003, Corporate Human Resource Services released an update to the Staffing Guidelines for all GNWT human resource practitioners and staff. It is anticipated that this effort will improve consistency and communication of the GNWT's hiring practices, including application of the *Affirmative Action Policy*.

Staffing Training and Advice

Corporate Human Resource Services provides advice on staffing issues to individual human resource practitioners. As well, they formalize rulings that are intended to clarify existing policies and practice. All rulings and advice are distributed to GNWT human resource managers and practitioners on a monthly basis. Included are summaries of appeal reports giving information on issues and areas of staffing practice where more information or training may be required. A primary objective of this effort is to help human resource practitioners understand and fairly apply the *Affirmative Action Policy*.

Training courses on the GNWT staffing process, ranging from two hours to two days, have been developed and are being delivered to departments when requested. A significant component of this course involves application of the *Affirmative Action Policy* during the staffing process.

Training and Development

Management Skills Series

The Management Skills Series offers GNWT-specific training in a number of subjects important to managers. Although these training sessions are made available to all GNWT employees, they are particularly relevant to managers. Courses will cover topics ranging from briefing note preparation to financial budgeting to performance planning. These training opportunities help develop new and aspiring affirmative action managers.

Training and Development Calendar

In June 2003, Corporate Human Resource Services released a government-wide web-based Corporate Training Calendar. The Calendar is intended as an effective means of communicating training and development opportunities to all GNWT employees. The calendar includes various types of training, on an ongoing basis, that will interest a broad range of employees across government. In 2004/05, 65 workshops were offered through the calendar that attracted approximately 404 participants.

Continuing Education

Aurora College contributes to the development of affirmative action employees by delivering short courses, seminars and workshops through their continuing education division, including those offered through GNWT Staff Training. This training helps employees to further their credentials and to keep pace with changing technology.

Career Advice

Corporate Human Resource Services offers career counselling to employees who participate in Corporate Human Resource Services programs such as the Northern Student Employment and Staff Retention programs. Employees from designated affirmative action groups are provided expert advice on how to develop or advance their careers utilizing the available resources.

Developmental Opportunities

Departments were actively involved in providing developmental opportunities, such as transfer assignments, to existing employees. These assignments can be a very effective way to enable an employee with affirmative action status to gain additional skills and abilities and prepare for promotion within the organization or for jobs in the broader NWT workforce. Out of the 149 confirmed transfer assignment actions from 2004/05, approximately 50% provided affirmative action candidates with developmental opportunities.

Succession Planning

2004 marked the second year of the Management Assignment Program (MAP). The program provides an opportunity for employees who demonstrate management and leadership potential to further develop the skills necessary for more senior positions. The program will result in a pool of individuals who are better prepared for consideration for future management/leadership roles within the GNWT.

After an extensive assessment process involving 62 applicants, 12 employees were accepted into the program. Six of the participants are female, three are aboriginal and two are indigenous non-aboriginal. The Management Assignment Program will prepare affirmative action employees for progressively more responsible roles at the management level.

Retention

Employee Recognition Program

Corporate Human Resource Services launched the Employee Recognition Program in early 2003. The program is intended to provide an effective means of recognizing the achievements of GNWT employees. In addition to the existing long service and retirement awards, the program features a Premier's Award For Excellence, a Service Appreciation Award and provides a means for departments, boards and agencies to develop their own employee recognition programs.

In the fall of 2004, the Premier of the Northwest Territories honoured four employees and three teams for demonstrating excellence, innovation and dedication to their work. It is anticipated that the program will help the GNWT successfully retain more affirmative action candidates who are being aggressively sought by competing northern employers.

Staff Retention Policy

The *Staff Retention Policy* was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to and 13 weeks after receiving notice of layoff.

Of the 30 individuals who were given affected employee notice during the reporting period, ten found a new job within government, five selected separation assistance, two selected education assistance, and 13 remain on the staffing priority list.

Support for NWT-Wide Affirmative Action Activities and Initiatives

Adult Education

The delivery of adult education by the public college and non-government organizations enables adult learners to further their education levels so they can access advanced levels of study, employment and training programs. These programs are delivered not only at the three main campuses of Aurora College, but also in other communities across the NWT. Access to these programs at the community level enables northerners to obtain general education and credentials for employability.

Post-Secondary Education

The provision of post-secondary programs and services by Aurora College also contributes to affirmative action initiatives in the north. For example, the fact that a nursing diploma program is available in the Northwest Territories means that northerners, including affirmative action residents, can obtain professional credentials to access careers in the health profession. Without the availability of these programs in the north, fewer northern students would enrol in the programs because they would have to move south to obtain the training. Other examples of such programs are teacher education, management studies, natural resources and recreation leaders. While these programs do not prepare students specifically for employment with the Government of the Northwest Territories, they do contribute to the goal of developing a workforce that is representative of the population of the NWT.

The College has also worked out transfer agreements with southern post-secondary institutions that enable graduates to receive credit for undergraduate level studies. These agreements are important so northerners, including affirmative action residents, can be encouraged to complete professional level studies, so they can access employment positions with degree level requirements.

Career Development

The overriding goal of career development is to ensure that people have the competence, motivation, and self-management skills they require to make successful life role transitions.

The College and Career Development Division of the Department of Education, Culture and Employment provides support services to regional centers in the implementation of career development activities and employment development projects. This support includes developing career libraries, testing and assessment resources; promoting career development and funding training associated with enhancing career development counselling services and resources throughout the NWT.

School of Community Government

The School of Community Government of the Department of Municipal and Community Affairs was established in 1999 with a goal to improve the quality and quantity of training and development opportunities for community governments and aboriginal organizations. Through a collaborative approach with its partners, the School has successfully developed eleven core community government training programs in areas including: Management, Lands, Finances, Safety and Operations.

Over 3400 community representatives have participated in School of Community Government training. The aboriginal enrolment rate for 2004/05 was approximately 56% (544). During that period, five indigenous aboriginal participants obtained occupational certification as Finance Officers and one as a Settlement Administration Officer.

The School of Community Government has proven to be an extremely effective means of building capacity in the NWT's aboriginal population. Through the efforts of the School of Community Government, the Northwest Territories Housing Corporation was able to facilitate the training of Local Housing Organization employees.

Law School Career Development Program

The Department of Justice administers the Law School Development Program that provides monetary, mentoring and employment support to indigenous aboriginal students pursuing a career in law. During the 2004/05 academic year four students were funded through this program. The program also offers opportunities for summer employment and mentoring.

Part 2 - Departmental Reports on Affirmative Action

The following reports from each department provide information on affirmative action statistics and specific efforts by the department to support the *Affirmative Action Policy*.

Ministry of Aboriginal Affairs

Affirmative Action Statistics

As of March 31, 2005, there were 37 employees within the Ministry. This includes all indeterminate, term and part-time employees.

	March 31, 2005	March 31, 2004
Total Employees	37	38
Indigenous Aboriginal	13 (34.2%)	15 (39.5%)
Resident Disabled	0	0
Indigenous Non-Aboriginal	14 (36.8%)	12 (31.6%)

	March 31, 2005	March 31, 2004
Management Positions	7	7
Women in Management	1 (14.2%)	0
Aboriginal in Management	2 (28.6%)	3 (42.9%)

	March 31, 2005	March 31, 2004
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

All of the positions are located in Headquarters.

Recruitment Statistics

For year ending March 31, 2005, the Ministry had six new hires, two of which were students. Of these, the following were Affirmative Action:

	Aboriginal Candidates	Indigenous Non-Aboriginal Candidates	Women in Non-Traditional or Management
Number of New Hires	1	3	0

Promotions Statistics

During the review period, an Indigenous Non-Aboriginal female employee was promoted into a middle management position.

Recruitment

The Ministry applies the *Affirmative Action Policy* during the staffing process. The Ministry continues to implement initiatives to increase and retain the representation of Affirmative Action employees. The Ministry's goal is to maximize the number of positions filled by Affirmative Action candidates.

Where skills and/or experience may be questionable, the candidate is hired on a casual basis for a maximum one-year period. On-the-job professional development and mentoring or coaching is provided. Before the end of the training period, the candidate is assessed for suitability. If the candidate proves to be suitable, direct appointment is recommended.

Student Employment

During 2004/05, two students were hired. Both were Affirmative Action candidates. Both received work experience that was relevant to their area of study.

Transfer Assignments – External

The Ministry has five employees on transfer assignments from other departments. One is an Indigenous Aboriginal and two are Indigenous Non-Aboriginals.

Retention Strategies

The Ministry is committed to providing opportunities for growth to all employees. The Ministry continues to utilize various strategies, such as transfer assignments, developmental assignments, career development and workshops or courses to promote the retention of our employees.

Transfer Assignments – Internal

The Ministry makes use of transfer assignments or secondments when candidates with the necessary skills and experience have been identified, normally through the staffing process. Career development is also achieved

through transfer assignments. For the most part, the Ministry gives first consideration to eligible Ministry employees. Out of five internal transfer assignments in effect on March 31, 2005, the assignees consisted of one Indigenous Aboriginal employee and two Indigenous Non-Aboriginal employees.

Career Development and Training

While each employee is responsible for their career plan, the Ministry fully supports and encourages those who have identified training needs to reach their current, short-term and/or long-term career objectives. Training needs are identified during the performance evaluation process or when opportunities arise.

Employees also receive training and development such as computer related, management and other work related courses offered locally.

The Ministry also implements other training and development strategies such as shadowing which provides some on-the-job training to Assistant Negotiators.

The Ministry also provides opportunities for developmental experience in management to suitable employees through acting assignments. Acting assignments are used extensively to promote employee development.

Organizational Support

Employees are recognized for personal or academic achievements in addition to outstanding performance with respect to their duties. Recognition in excluded and management positions is given for outstanding performance through bonuses; and public recognition by way of presenting long service awards at departmental functions. As well, the Ministry supports flexible working arrangements to accommodate employees' schedules.

Succession Planning

The organization structure within the Ministry offers promotional opportunities, specifically in the area of negotiations. Better opportunities for advancement to a more senior position are provided to assistant negotiators or senior policy advisors as they gain necessary skills and experience.

Management Assignment Program

The Ministry has three employees in the Management Assignment Program. The program develops existing employees who demonstrate management and leadership potential beyond their current position in the organization. Out of these three employees, one is Indigenous Non-Aboriginal.

Turnover Statistics

Five employees left the Ministry during the year. Out of the five employees who left, three were Indigenous Non-Aboriginal employees.

Evaluation/Accountability

Performance Evaluation

The Ministry makes every effort to complete performance appraisals for all employees in the Ministry. This contributes to the development and career advancement of Affirmative Action employees.

Challenges and Opportunities

Recruitment Challenges

The Ministry continues to experience great difficulty in hiring senior policy advisors and chief/assistant negotiators.

External Challenges

There is a small pool of qualified seasoned chief negotiators and the Ministry is in competition with the federal government and Aboriginal organizations. In most cases, the competition offers better compensation packages.

Employment opportunities within the Ministry are primarily technical and senior in nature that requires both advanced education and considerable experience.

Internal Opportunities

Opportunities for growth to gain technical skills are provided through various initiatives such as transfer assignments, informal training on-the-job, and structured training. Additionally, the Ministry has committed and devoted employees who provide continuity and corporate knowledge.

Department of Education, Culture and Employment

1. Affirmative Action Statistics

Category	Number	Percentage
Indigenous Aboriginal	331	31.19%
Indigenous Non-Aboriginal	76	7.16%
Non-Aboriginal	654	62.64%
Disabled	0	0.00%
Total *	1061	
Senior Management		
SRM Female	12	46.153%
SRM Indigenous Aboriginal	7	26.92%
SRM Total*	26	
Non Traditional		
Female in Non-Traditional Occupations	0	0.00%
Non-Traditional Total*	0	

- Totals include ECE, the DECs, the Commission, the DEAs and the College

Recruitment Stats

No. of Competitions Completed	No. of Indigenous Aboriginal Hired	No. of Indigenous Non-Aboriginal Hired
35	6	5

Note: Recruitment Stats do NOT include NWTTA recruitment.
Some competitions filled more than one vacancy.

2. Corporate Policy

Education, Culture & Employment (ECE), the Divisional Education Councils (DEC), the Commission, the Divisional Education Authorities (DEA), and the College are developing a skilled, productive civil service that represents the people it serves. ECE human resource planning includes preparing and establishing staff development and management strategies. This approach maintains and develops a supply of skilled workers from a number of cultural and language groups who are capable of serving residents of the NWT. ECE works within the framework of the GNWT Human Resource Management System that manages recruiting, retaining, assessing, training and developing human resources. ECE also has numerous pre-service and in-service training initiatives for ECE employees, particularly for its teaching workforce.

3. Recruitment

Student Employment

During 2004/05, the department hired 19 summer students. Five were Indigenous Aboriginal, and 14 were Indigenous Non-Aboriginal. Three were participants in the Progressive Experience Program, a program designed to provide students with work experience related to their field of study.

Graduate Employment

During 2004/05, five new northern graduates were hired into internship positions. Three of these graduates were Indigenous Aboriginal and one was Indigenous Non-Aboriginal.

Twelve new northern graduates of teaching programs were hired as new teachers. Three of these grads were Indigenous Aboriginal and nine were Indigenous Non-Aboriginal.

Coordinated Marketing and Recruitment

To replace the number of teachers who leave the North annually (since 1997, between 12-18%, with a one year high of 21% in 2002) and the annual shortfall of Northern graduates (approximately 10-15 per year), recruiting new teachers from other jurisdictions is necessary. For some time, ECE has coordinated teacher recruitment activities with the DECs and DEAs.

Direct Appointments

The Department direct appointed one indigenous aboriginal individual to a position.

4. Retention

The Department of Education has a number of initiatives in place to support retention of employees. These initiatives include:

a. NWT Teacher Induction and Mentorship Program.
b. Educational Leadership (Principal) Training.
c. Professional Development for Teachers.
d. Professional improvement for College Instructors.
e. Aboriginal Language and Cultural Instructors program.

In addition, a number of training programs and developmental opportunities are available to departmental staff in other occupations.

Transfer Assignments

There were 18 individuals on transfer assignments during 2004/05. Seven were indigenous aboriginal and three were indigenous non-aboriginal.

Secondments

Three individuals were on secondment during 2004/05. Of these three, one was aboriginal.

Short Term Education Leave

Two employees were provided with Short-Term Education Leave to pursue master degree programs. One of these individuals is aboriginal.

Education Leave

ECE supported one indigenous non-aboriginal student with education leave to pursue studies at the doctoral level.

5. Organizational Support

Mentorship

As mentioned, a mentorship program is in place for teachers new to the NWT or new to the profession. A total of 81 new teachers were mentored.

Employee Recognition

The Department of Education, Culture and Employment held its long-service awards in April 2005. A total of 93 employees were recognized for their long service.

In June 2004, the NWT Teacher Induction Program, which included two ECE employees, was awarded The Premier's Award for Excellence in recognition of the team's innovation and dedication to securing teachers for the NWT.

Flexible Working Arrangements

The department has a number of employees working flex-time and is supportive of considering requests as long as operational requirements can be met.

6. Succession Planning

Management Assignment Program (MAP)

Fiscal year 2003/04 was the first year of the GNWT Management Assignment Program. Two ECE employees were accepted into the program for the 2004/05 year. One of these employees is indigenous aboriginal.

Transfer Assignments (for development purposes)

In addition to the previous Transfer Assignment placements, two MAP participants from other GNWT departments and one MAP participant from within ECE were placed into Senior Management positions on a Transfer Assignment to support their developmental plans. One of these individuals is indigenous aboriginal and one is indigenous non-aboriginal.

Department of Executive

Affirmative Action Status

As of March 31, 2005, there were 67 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2005	March 31, 2004
Total Employees	67	60
Indigenous Aboriginal	13 (19%)	15 (25%)
Indigenous Non-Aboriginal	19 (28%)	20 (33%)

	March 31, 2005	March 31, 2004
Management Positions	11	10
Women in Management	5 (45%)	6 (60%)
Aboriginal in Management	2 (18%)	2 (20%)

All of the positions are located in Yellowknife except for one in Hay River, one in Inuvik and one in Ottawa. There are no non-traditional positions within the Department of Executive.

Hires/Recruitment

- One term and four indeterminate positions were filled during the year. Two of the successful applicants were affirmative action candidates.

- In an effort to develop the skills and experience of potential future employees, twelve students were employed in summer 2004 with the department. There were four P1 students and seven P2 students.

Retention

- The department actively supports the ongoing professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long-service of its employees through an annual long-service event in April 2004.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

Training and Development

- Twenty-one employees were provided the opportunity to develop their skills through transfer assignments between departments.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

- The Department encourages managers to complete performance appraisals for all employees, which contributes to the development and career progression of Affirmative Action group members.

Departmental Analysis

Employment opportunities within the Department of the Executive are primarily professional and senior in nature, which require both advanced education and considerable experience. With 19% of the overall employees being Aboriginal, the department has not achieved a representative balance. Indigenous non-aboriginal representation is 28% of the overall employees and women occupying management positions represent 45% of the department's management positions.

Department of Finance

Affirmative Action Status

As of March 31, 2005, there were 45 active public service employees within the Department of Finance out of an approved complement of 50 positions. This includes all indeterminate and term employees funded by appropriation, by the Liquor Revolving Fund and by Vote 4/5 arrangements.

Affirmative Action Statistics

Affirmative Action Target Group	March 31, 2004	March 31, 2005
Total Filled Positions	47	45
Indigenous Aboriginal	9 (19.1%)	10 (22.2%)
Indigenous Non-Aboriginal	5 (10.6%)	5 (11.1%)
Disabled	1 (2.1%)	1 (2.2%)

Management Positions	7	8
Women in Management	2 (28.6%)	2 (25.0%)
Aboriginal in Management	3 (42.9%)	3 (37.5%)

Non-Traditional Positions	5	5
Women in Non-Traditional	0	0

Position Allocation by Target Group

	Senior Management	Manager	Professional	Officer	Clerical	Total
Aboriginal	2	1	-	1	6	9
Indigenous Non-Aboriginal	-	1	-	2	1	4
Disabled	-	-	-	1	-	1
Women in Management	1	4	-	-	-	5
Women in Non-Traditional	-	-	-	-	-	-
Non Priority	4	2	7	7	6	26
Vacant	-	-	2	-	3	5
Total Positions	7	8	9	11	15	50

All of the positions are located in Yellowknife and Hay River.

Casual staff hired during the year

	March 31, 2004	March 31, 2005
Total Hired	228	48
Indigenous Aboriginal	188 (82.4%)	26 (54.2%)
Indigenous Non-Aboriginal	18 (7.8%)	7 (14.6%)

Most of these casual hires were for short-term surveyors to conduct various surveys for the Bureau of Statistics.

Highlights

During the period April 1, 2004 to March 31, 2005, the Department of Finance was particularly active in supporting the *Affirmative Action Policy* in the following areas.

Recruitment

- All position descriptions have been reviewed to identify and remove systemic barriers. As these descriptions are up-dated, each is carefully reviewed to ensure that no systemic barriers have been included. 78% of all position descriptions are less than three years old.

- Staffing officers in the Department have been charged with the responsibility of ensuring that the Government *Affirmative Action Policy* is complied with, both in the letter of the Policy and the spirit. Each competition is reviewed to ensure that selection criteria and questions asked, fairly reflect job requirements and are not structured to exclude any affirmative action groups. Departmental Managers and Directors are all aware of the Policy and cooperate fully with its requirements.

- Of the six positions filled during the year, four (66.7%) were affirmative action candidates. The Department of Finance recognizes its own limitations and, being a small department staffed largely by specialists such as economists and statisticians, has not been able to attract high numbers of affirmative action candidates.

- Overall, employees who are a part of the designated groups under the *Affirmative Action Policy* made up 35.6% of the department's filled positions.

- The departmental web site has been designed to maximize the exposure of employment opportunities to all designated groups.

- In an effort to develop the skills and experience of potential future employees, the department employed five students in the summer of 2004.

- One direct appointment was approved in the reporting period that is an Affirmative Action employee.

Retention

- The average length of public service of those working for Finance is 10.4 years, higher than the GNWT average of 7.5 years. The average service with the Department is 8.2 years and average length of time in the position is 6.5 years.

GNWT Service	Senior Management	Manager	Professional	Officer	Clerical	Total
25 + years	-	-	-	1	1	2
20-25 years	3	-	-	1	-	4
15-20 years	2	2	-	1	3	8
10-15 years	1	1	-	2	1	5
5-10 years	1	-	3	3	1	8
0-5 years	-	4	4	3	7	18
Vacant	-	-	2	-	3	5
Totals	7	7	9	11	16	50

- Every new employee receives an orientation manual prepared by the Department. This manual introduces the employee to the Government and the Department; highlights some of the important factors and rules that new employees need to consider; and provides the new employee with help in identifying sources of information.

- One employee was seconded to an outside organization for a one-year term.

- One employee, an indigenous aboriginal, is currently on education leave from August 2002 until May 2005. The individual is not included in the affirmative action statistics above.

- Frequent assignment of employees to act in higher positions allows employees to gain supervisory and management experience.

Promotions

- One position in the Department was staffed through a direct appointment. The employee was from one of the Affirmative Action designated groups.

- Three employees were on transfer assignments within the department. The department also accepted one interdepartmental transfer assignment.

Organizational Support

- The Department has a strong commitment to the tenets that support the *Affirmative Action Policy*. In 2000/01, the Department commissioned an Affirmative Action Strategy to assist the Department to develop processes to improve Affirmative Action participation. Elements of this strategy are being implemented to help to strengthen the current practices and procedures and help craft the foundation for new Affirmative Action initiatives.

- The department recognized the long-service of its employees through annual long-service events. This year the Department recognized one 5-year employee, two 10-year employees, two 15-year employees and one 20-year employee.

- The department also supports the work/family balance of employees by making every effort to allow flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

Succession Planning

- The department actively supports the ongoing professional development of all staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. Finance staff attended an average of 1.1 development sessions each.

- The department actively encourages the development of employees to meet the requirements of more senior positions. In addition, encouraging the development of theoretical skills through education, as described above, the department actively supports having staff act in more senior positions. During the year, this took place 28 times. Not included in this number are the times when employees who have standing acting authority acted in higher positions. The department currently has five standing acting positions.

Management Assignment Program

The Management Assignment Program provides an opportunity to develop existing employees who demonstrate management and leadership potential beyond their current position in the organization. The program will result in a pool of individuals who are better prepared for consideration for future management/leadership roles within the GNWT. The department currently supports two employees in this training program.

Evaluation / Accountability

- During the past year, the department's completion rate of employee evaluations was 31% at year-end.

Challenges and Opportunities

- Like most of the Government, the department faces an aging workforce. The following table illustrates the age distribution within the department:

Age Range	No. of Employees	Percentage
60 +	2	4.0%
50-69	9	18.0%
40-49	20	40.0%
30-39	8	16.0%
20-29	6	12.0%
Vacant	5	10.0%
Total	50	100.0%

- The average age of employees is 44.8 years. The department had one retirement in the past year.

- The department includes a number of unique positions such as economists and statisticians, which requires significant education. The job descriptions for each of these positions have been examined carefully to ensure that the educational requirements are legitimately required by the duties and responsibilities of the positions. Despite always advertising these positions in the North, in the past five years the department has not been able to hire a single qualified statistician from the North. Similarly, the department has only been able to hire one economist from the North. Until there is a larger pool of educated professionals in the North, the department anticipates similarly disappointing results when recruiting for these specialized positions.

- The department is also facing increased pressure from higher wages offered in the south. No longer is the North the leader in salaries offered. Exclusive of staff returning to school or participating on the deferred salary leave plan, the department experienced four staff resigning their positions and one passed away. Two of the resigned employees moved to southern Canada, one accepted a job in the private mining sector and one left to seek other employment. Two employees are on leave of absence without pay, for medical reasons.

Financial Management Board Secretariat

Overview

The Financial Management Board Secretariat (FMBS) is the Government of the Northwest Territories' central agency, providing support to the Financial Management Board. Comprised of six divisions: Directorate, Labour Relations and Compensation Services, Government Accounting, Audit Bureau, Budgeting and Evaluation and the Technology Service Centre (TSC) the FMBS coordinates and promotes the efficient use of the Government's human, financial and information resources. Headquartered in Yellowknife, the FMBS also has regional/area offices in Fort Smith, Inuvik, Fort Simpson and Hay River.

Departmental Demographics

As of March 31, 2005, there were 135 active employees within the FMBS including indeterminate, term, full-time and part-time employees. The average age of FMBS employees is 40.7 years of age while the average years of GNWT service is 8.6 years.

Affirmative Action Statistics

Of the 135 filled positions, 75 incumbents were eligible members of an *Affirmative Action Policy* target group (Table 1.1). This accounted for 55.6% of the total filled positions within the FMBS.

Table 1.1

Affirmative Action Target Group	HQ	Ft. Smith	Ft. Simpson	Inuvik	Total
Indigenous Aboriginal	16	9	5	3	33
Indigenous Non-Aboriginal	34	1	0	0	35
Persons with Disabilities	0	0	0	0	0
Women In Management	2	0	0	1	3
Women In Non-Traditional Occupations	4	0	0	0	4
Total Affirmative Action	56	10	5	4	75
Percentage	54.4%	90.9%	71.4%	44.4%	55.6%
Other	47	1	2	5	60
Percentage	45.6%	9.1%	28.6%	55.6%	44.4%
Total Filled Positions	104	11	7	9	135

Note: For Affirmative Action reporting purposes, the category "Women in Management" refers to those women occupying senior management positions.

An overall comparison of Affirmative Action target group representation between the 2004/05 and 2003/04 fiscal years indicates that there was a decrease of 2% in representation (Table 1.2). In 2004/05, there was an increase in representation of women in management occupations and a decrease in women in non-traditional occupations.

Table 1.2

Affirmative Action Target Group	2004/05	2003/04
Indigenous Aboriginal	33	33
Indigenous Non-Aboriginal	35	35
Persons with Disabilities	0	0
Woman in Management	3	2
Women in Non-Traditional Occupations	4	10
Total Affirmative Action 2004/05	75 (55.6%)	80 (57.6%)
Other	60	59
Total Employees	135	139

Recruitment

Through the utilization of strategic human resource management, the FMBS continued in its efforts to attract and retain qualified *Affirmative Action Policy* candidates. In 2004/05, recruitment initiatives included a total of 31 hiring actions. Among the successful candidates are nine Indigenous Aboriginals, six Indigenous Non-Aboriginals, and one woman in a management occupation.

The FMBS continues to face challenges in recruiting qualified Affirmative Action target group members in areas that require professional accreditation, including accounting designations required for positions in the Audit Bureau. Another challenge is finding candidates with suitable post-secondary education levels, combined with the experience required to fill a number of positions successfully.

In support of the Maximizing Northern Employment Strategy, the FMBS continued to utilize initiatives that promoted the recruitment of Affirmative Action target groups. The Department's participation in the summer student and internship programs demonstrated its commitment to supporting the development of competent and qualified individuals, particularly Affirmative Action candidates. Participation also helps the FMBS identify potential candidates for full-time employment in the future.

Intern Positions

In 2004/05, the FMBS established four internship positions. All northern graduates hired into the positions were Affirmative Action candidates.

Summer Student Positions

The FMBS strives to provide summer students with a meaningful work and learning environment through its summer employment opportunities within its various divisions. During the summer of 2004, a total of 17 summer students were hired, all of which were Affirmative Action candidates.

Retention

The department recognizes the long service of its employees through an annual long service event scheduled each year in its headquarters and regional offices. The department also supports the work/family balance of employees by allowing flexible work hours for employees where operational requirements permit.

Training and Development

Through the allocation of financial resources and the identification of training and development opportunities for employees, the FMBS continues to demonstrate its commitment to the professional growth of its employees. Employees from various divisions and regions regularly participate in workshops, seminars, and conferences or may complete certificate programs or university courses during the fiscal year.

Evaluation/Accountability

The FMBS believes in providing employees with timely and accurate feedback on performance. This effort helps to foster a healthy environment that works to improve the skills and abilities of staff. The performance management system helps employees identify areas of improvement and career development and continue the successful work they are performing.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Affirmative Action Status

As of March 31, 2005, there were 1166 public service employees within the NWT Health and Social Services system. The data includes all indeterminate, term and part-time employees. Employees of the Hay River Health and Social Services Authority are not public servants and are not included in the data.

Affirmative Action Status by Health and Social Services Authority

Regional Board/ Authority	Total Employee Records Reporting AA Status (2004)	Total Employee Records Reporting AA Status (2003)	# Aboriginal		# Ind. Non-Aboriginal		# Other Non-Aboriginal	
			2004	2003	2004	2003	2004	2003
Deh Cho	72	60	40	34	2	3	30	23
Dogrib	65	72	44	46	5	3	16	23
Fort Smith	80	87	33	35	2	2	45	50
Inuvik	251	245	120	109	12	8	119	128
Stanton	389	385	31	25	44	43	314	317
Yellowknife	156	151	37	43	23	19	96	89
Department	153	163	30	37	20	23	103	103
HSS Overall Total	**1166**	**1163**	**335**	**329**	**108**	**101**	**723**	**733**

Affirmative Action Status Employees occupying Non-Traditional positions (8)

	Males	Females	Total
Aboriginal	2		2
Indigenous Non-Aboriginal	5	1	6
Non-Aboriginal	18	4	22

Affirmative Action Status Employees occupying Management Positions

	Males	Females	Total
Aboriginal	0	14	14
Indigenous Non-Aboriginal	3	7	10
Non-Aboriginal	28	38	66

Retention and Recruitment Initiatives

The Government is committed to ensuring there are adequate allied health care professionals, nurses and social service workers in the NWT to ensure quality health care continues to be provided to NWT residents.

To ensure there are adequate human resources available to deliver health and social services and programs the Health and Social Services system takes a three-pronged approach:

1. **Retention** - One of the best recruitment strategies is the retention of current employees.

2. **Northern Workforce** - The development of a northern workforce is a short, medium and long-term strategy that assists in recruitment and retention.

3. **Recruitment** - Creative and proactive recruitment initiatives, that highlight the benefits of providing health and social services care in the NWT, are required to ensure successful recruitment.

Professional Development Initiative

The Professional Development Initiative provides front line health and social services professionals and managers with guaranteed professional development opportunities.

Approximately $1.9 million is allocated annually to support professional development activities across the Health and Social Services system. These funds assist with expenses, such as, but not limited to, course/program tuition and travel. Financial assistance of $2,000 is available for each eligible employee residing in Yellowknife, Hay River or Fort Smith, and $3,000 for each eligible employee residing in all other communities in the NWT.

Bursary Programs

To assist in the development of a northern workforce, in 2004/05 a total of 153 bursaries were issued under the following bursary programs totalling $307,455.

58	Health & Social Services Academic Bursary
30	Practicum Bursary
6	Preceptorship Bursary
3	Health & Social Services Post Graduate Bursary
9	Southern Educational Program Bursary
7	Nurse Practitioner Education Leave Bursary
1	Nurse Practitioner Academic Bursary
4	Introduction to advanced Practice Bursary

1	Resident in Family Practice Bursary
8	NWT Medical Student Bursary
16	Justice Emmett Hall Medical Clerkship Elective Bursary
10	Home and Community Support Worker Bursary

The benefits of bursaries are immediate to students and in the medium and long-term, assist in the development of a northern workforce.

Summer Student Employment Program (SSEP)

The Summer Student Employment Program (SSEP) provides university and college students from the NWT who are enrolled in health or social services programs with an opportunity to gain northern experience in their field of study and encourages them to return and practice in the NWT upon the completion of their formal studies.

In 2004, the Summer Student Employment Program resulted in approximately 25 NWT post-secondary students being hired by Health and Social Service Authorities at a cost of approximately $145,930.

The Health Careers Orientation Program provides senior secondary students in the NWT with the opportunity to gain first-hand experience in a health and social services environment. As of March 1, 2005, none of the Health and Social Services Authorities hired NWT senior secondary students through this program for the 2004/05 fiscal year.

Maximizing Northern Employment

The Department and the Health and Social Services Authorities are active participants in the Maximizing Northern Employment Program. Below is an overview of the initiatives undertaken through this program:

(i) Intern Program

In 2004, three internships were placed at Stanton Territorial Health Authority in the fields of finance, physiotherapy, and audiometric technology. The Department placed two interns in 2004, one as a health promotion officer and the second as a policy research analyst. Six intern positions throughout the Health and Social Services system have been established for 2005/06.

(ii) The Nurse Graduate / Mentorship Program

This program is designed to facilitate the placement and transition of graduate nurses into northern health care environments through the provision and/or coordination of orientation, mentoring, and professional development support.

The NWT Health and Social Services system has seven Nurse Educator/Mentor positions: three at the Stanton Territorial Health Authority, one at the Inuvik Regional Health and Social Services Authority, one at the Fort Smith Health and Social Services Authority, one at the Hay River Health and Social Services Authority and one at the Department of Health and Social Services that is used to support the placement and mentorship in community health centres. The Nurse Educator Mentors facilitate and coordinate the individual mentorship programs once a graduate nurse has been placed within the NWT health care system.

The distribution of the Nurse Educator Mentor positions are assessed yearly to ensure the most effective distribution of these positions in supporting the nurse graduates hired through the Graduate Placement Program.

(iii) *Advanced Nurse Mentorship Program*

The Advanced Nurse Mentorship Program is designed to assist nurses who have acquired more than two-years experience by expanding their nursing experience into a specialized area of nursing, such as obstetrics. This is achieved through providing nurses in the program with experienced mentors. During 2004, two nurses accessed the program to support development in the areas of medical daycare and emergency nursing.

To assist the Department of Health and Social Services and its affiliated Health and Social Services Authorities with the succession of existing northern employees and to support the long-term placement of nurses within community health centers, a comprehensive Community Health Nurse Development Program has been developed as a part of the Advanced Nurse Mentorship Program. The program was established in the fall of 2004 with the first round of staffing occurring late in the 2004/05 fiscal year.

(Iv) The Competency Based Community Nurse Development Program:

- includes a competency based needs assessment,
- includes a competency based individualized training plan,
- maximizes local delivery of training,
- maximizes individualized development approaches,
- encourages self-directed learning,
- emphasizes on-the-job training, and
- is facilitated/coordinated by a Nurse Educator/Mentor.

In addition, this program provides logical succession paths for nurses within each Authority and offers individuals interested in promotion within the NWT Health and Social Services System with an opportunity to gain the knowledge, skills and abilities they require to advance within the whole system.

(v) Graduate Placement Program

The Graduate Placement Program provides new nursing and social work graduates with an opportunity to practice in the NWT by guaranteeing them employment upon the successful completion of their studies. Through the program in 2004/05, three social workers and 18 nurses were placed within the NWT Health and Social Services System.

(vi) Social Work Mentorship Program

The Social Work Mentorship Program (SWMP) was developed in consultation with the Association of Social Workers in Northern Canada, the eight Health and Social Service Authorities and over 50 front line social workers. The SWMP is intended to provide newly hired social workers and supervisors with the best possible opportunity to acquire and integrate knowledge and skills that will ease their transition into their new work environment. This will be achieved by pairing each new social worker/supervisor with a mentor for up to a maximum of six-months. The mentor will be a social worker/supervisor with current and relevant northern experience. The program is designed to be flexible to meet the new social worker/supervisor's learning needs.

Evaluation/Accountability

The Department of Health and Social Services recognizes the importance of ongoing performance feedback and the development of employees. In 2005, the Health and Social Services system had a 60% completion rate of performance reviews.

Succession Planning

The Health and Social Services system recognizes the importance of succession planning in the development of a northern workforce and is currently supporting three employees in the Government of the Northwest Territories' Management Assignment Program.

Education Leave

The Health and Social Services system recognizes the benefits of providing employees with education leave. Four employees received approval for education leave in the 2004/05 academic year.

Transfer Assignments

During the 2004/05 fiscal year, 13 employees were on transfer assignments. Five employees transferred within the Health and Social Services system from other government departments.

Turnover Rates

During the 2004 calendar year the overall turnover rate within the Health and Social Services system decreased to 13%.

Authority/Department	2004	2003
Deh Cho	10%	19%
Dogrib	12%	5%
Fort Smith	12%	22%
Inuvik	22%	16%
Stanton	15%	21%
Yellowknife	10%	9%
Department	13%	13%
Overall Rate	13%	15%

Challenges and Opportunities

External Challenges: The international and national shortage of experienced registered nurses impacts the ability to recruit and retain nurses, especially in small communities where experienced nurses are required.

Internal Opportunity: The effective integration of northern graduate nurses into the Health and Social Services system assisted in the stabilization of nursing services at the Stanton Territorial Health Authority. The effective development and implementation of a Community Health Nurse Development Program will assist in the development of northern Community Health Nurses, which in turn should assist in recruitment and retention.

Department of Justice

Affirmative Action Status

As of March 31, 2005, there were 418 employees within the Department of Justice. This includes all indeterminate and term employees.

	March 31, 2004	March 31, 2005
Total Employees	415	418
Indigenous Aboriginal	135 (32.5%)	131 (31.3%)
Indigenous Non-Aboriginal	63 (15.1%)	68 (16.3%)
Disabled	1 (.2%)	1 (.2%)

	March 31, 2004	March 31, 2005
Management Positions	11	12
Women in Management	5 (45.5%)	5 (41.7%)
Aboriginal in Management	1 (9%)	1 (8.3%)

	March 31, 2004	March 31, 2005
Non-Traditional Positions	1	10
Women in Non-Traditional	0	4 (40%)

Highlights

During the reporting period April 1, 2004 to March 31, 2005, the Department of Justice was active in supporting the *Affirmative Action Policy* in the following areas.

Recruitment

Of the 60 term and indeterminate positions filled during this period, 18 were filled with affirmative action candidates.

Three of the four promotions this year were affirmative action candidates.

One woman was promoted into a senior management position.

Under the GNWT Internship Program, the Department of Justice hired four interns and three qualified under the *Affirmative Action Policy*.

To assist in the development of potential future employees, 21 summer students were hired, 18 of these qualified under the *Affirmative Action Policy*.

Retention/Succession Planning

A total of 22 employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department. Ten of these qualified as affirmative action.

In 1999 the department established a bursary program for indigenous aboriginal law students. During the 2004/05 academic year, a total of four students were funded through this program. The program also offers opportunities for summer employment and mentoring.

The department provides funding and practicum placements to the Aurora College, Criminal Justice Program.

In 2004, a warden trainee (P1) completed her developmental requirements and was appointed the Warden of the Territorial Women's Correctional Centre

A Human Resource Action Plan is under development for the Corrections Service, to allow all employees the opportunity to enhance their professional development and assist with their career progression and organizational succession planning. There will be a particular emphasis on the development of aboriginal candidates for supervisor and management positions.

Evaluation/Accountability:

Recognizing the importance of ongoing performance feedback, the department placed great emphasis on the importance of completing performance appraisals. The completion rate for appraisals due in the calendar year 2004 was 86%, as of May 12, 2005.

Legislative Assembly

Affirmative Action Status

As of March 31, 2005, there were 30 employees within the Legislative Assembly, including employees for Elections NT, the Office of the Languages Commissioner and the Human Rights Commission. This includes all indeterminate, term and part-time employees. It does not include the Members of the Legislative Assembly and their staff.

	March 31, 2005	March 31, 2004
Total Employees	30	30
Indigenous Aboriginal	3 (10.00%)	4 (13.33%)
Indigenous Non-Aboriginal	15 (50.00%)	14(46.66%)
Disabled	0	0

	March 31, 2005	March 31, 2004
Management Positions	5	4
Women in Management	1	1
Aboriginal in Management	0	0

	March 31, 2005	March 31, 2004
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

(* See attached details on schedule 1)

All of the positions are located in Yellowknife.

The following areas highlight how the Legislative Assembly supports the *Affirmative Action Policy*:

Recruitment

There were seven positions filled during the year. Transfer assignments of employees from other departments filled one position. The transfer assignment was staffed with a Non-Indigenous Aboriginal person. Of the remaining six positions, Indigenous Aboriginals filled one position, Indigenous Non-Aboriginals filled three positions, and Non-Aboriginals filled the other two positions. The Legislative Assembly also hired two interns.

For the summer of 2004, the department employed five students. Two of the students were Indigenous Aboriginal and three were Indigenous Non-Aboriginal.

Retention

The Legislative Assembly continues to support the ongoing professional development of employees. Employees took part in training in the following areas: computers, finance, records management and access to information, leadership development, dispute resolution, time management, performance planning, and writing decision papers, etc. Employees also participated in professional conferences.

The department is also supportive of the work/family balance of employees by allowing flextime and part-time employment.

Succession Planning

Employees were able to develop new skills by cross-training in different positions and by completing acting assignments. One employee went on a transfer assignment at a higher level to another department in 2004/05. The employee was an Indigenous Non-Aboriginal.

Another employee went on education leave to obtain a Masters in Business Administration. The individual was an Indigenous Non-Aboriginal.

Evaluation/Accountability

The department recognizes the importance of feedback in terms of performance and expectations. The department made a concerted effort to ensure performance reviews were completed for all employees.

There were 23 performance reviews completed during the year, or 100% for employees eligible for performance appraisal evaluation.

Department of Municipal and Community Affairs

Affirmative Action Status

As of March 31, 2005, there were 122 employees within the Department of Municipal and Community Affairs. This includes all indeterminate, term and part-time employees, but does not include interns.

	March 31, 2004	March 31, 2005
Total Employees	126	122
Indigenous Aboriginal	35(27.8%)	33 (27%)
Indigenous Non-Aboriginal	33(26.2%)	30 (24.6%)
Disabled	0	0

	March 31, 2004	March 31, 2005
Sr Management Positions	13	14
Women in Management	3 (23.1%)	5 (35.7%)
Aboriginal in Management	4 (30.77%)	4 (28.5%)

	March 31, 2004	March 31, 2005
Non-Traditional Positions	11	11
Women in Non-Traditional	0	0

	HQ/YK/North Slave March 31, 2005	Inuvik/Sahtu March 31, 2005	South Slave/Deh Cho March 31, 2005
Total Employees	80	20	22
Indigenous Aboriginal	11	9	13
Indigenous Non-Aboriginal	25	1	4
Disabled	0	0	0

Highlights

During the period April 1, 2004 to March 31, 2005, the Department of Municipal and Community Affairs was particularly active in supporting the *Affirmative Action Policy* in the following areas.

Corporate Policy

- The Department continued to support the implementation of our Staff Training and Development Guidelines. These Guidelines outline our commitment to support training and development opportunities for all employees, and outlines procedures for employees who wish to pursue a variety of training opportunities.

Recruitment

- Fourteen positions were filled during the year, eight with affirmative action candidates. The Department actively seeks out potential affirmative action candidates for vacant positions.

- Four direct appointments of affirmative action employees were made in the reporting period.

- For hard to staff positions such as Engineers, the Department is making a concentrated effort to hire engineering technologists, and has successfully placed one in our regional offices. In addition, Property Assessor positions have proven difficult to staff and so a trainee position was created which has been filled with an aboriginal candidate. As well, MACA has continued to support a training program for an aboriginal employee as a Senior Researcher.

- The Department is committed to hiring graduate students under the GNWT Internship Program. All of the six interns hired in 2004/05 are eligible under affirmative action.

- In an effort to develop the skills and experience of potential future employees, 26 students were employed with the Department in the summer of 2004, and all of these were affirmative action candidates.

Retention

- As part of the Staff Training and Development Guidelines, the Department continued to encourage all employees to seek out and attend at least one developmental training event per year. Advice on Career Planning was available. The Department also provided financial support to employees who, by their own initiative, successfully furthered their education on personal time, when those educational efforts were related to a career in the public service. This effort will have a positive impact on the career goals of affirmative action employees in the Department.

- The Department actively supported the ongoing professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. One long-term employee is advancing her studies through Royal Roads University to obtain a Master's degree. In addition, four employees are being supported to participate in a Graduate Certificate Program in Program Evaluation through the University of Melbourne; three of the four participants qualify under affirmative action.

- The Department continues to recognize that its most important resource is its human resources and strives to support ongoing employee recognition programs. The Department holds a yearly "Long-Service Awards Program" and will continue to explore other ways employees can be recognized.

- The Department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement, where operational requirements could still be met. Two employees, one of whom is eligible under affirmative action, worked on a part-time basis. Approximately 10% of the staff utilize flexible work hours.

Succession Planning

- A Regional Superintendent, who is an affirmative action employee, was promoted to the newly created position of Assistant Deputy Minister within the Department.

- Five employees were provided the opportunity to develop their skills through internal transfer assignments within the GNWT, three of whom qualify under affirmative action.

- A number of employees were given acting assignments to more senior level positions for developmental purposes and many senior level officers had opportunity to act in Director or Superintendent positions.

- The Department's Job Evaluation Committee continued to include non-management staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization. More individuals were trained during the reporting period.

Exit

- The Department has adopted the GNWT Exit Interview Program and encourages employees to complete the forms.

- During the reporting period there were nine new hires through the competition process, one transfer assignment in from another GNWT department, 15 terminations and three transfers out to other GNWT departments/external secondments.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the Department made a concerted effort to ensure performance reviews were completed for all employees where there was at least a six-month reporting relationship between employee and supervisor. Completion of staff performance reviews remains a major consideration in senior management performance evaluation.

Northwest Territories Housing Corporation

Affirmative Action Status

The Corporation's representation of Affirmative Action employees on March 31, 2005 is:

Year	% Indigenous Aboriginal	% Affirmative Action Employees	Affirmative Action as a % of Total Management Positions
2001/02	38%	60%	68%
2002/03	38%	67%	65%
2003/04	36%	65%	78%
2004/05	38%	64%	75%

As of March 31, 2005, there were 103 employees within the Northwest Territories Housing Corporation. This includes all indeterminate, casual employees over four months. 21 employees who meet the affirmative action criteria occupy management positions.

	March 31, 2005	March 31, 2004	March 31, 2003
Total Employees	103	111	97
Indigenous Aboriginal	39 (37.8%)	40 (36.0%)	37 (38.1%)
Indigenous Non-Aboriginal	16(15.5%)	18(16.2%)	15(15.5%)
Women In Non-Traditional	3(2.9%)	2(1.8%)	1(1%)
Disabled	4 (3.9%)	7 (6.3%)	7 (7.2%)

	March 31, 2005	March 31, 2004	March 31, 2003
Management Positions	28	27	31
Women in Management*	***8 (28.6%)***	***9 (33.3%)***	***10(32.2%)***
Aboriginals in Management	11 (39.3%)	11 (40.7%)	9 (29.0%)
Indigenous Non-Aboriginal	5 (17.3%)	5 (18.5%)	5 (16.0%)

The positions are distributed across five districts and Yellowknife Headquarters. A more detailed breakdown by district and Yellowknife Headquarters is contained on the last page. ***The eight women identified as Women in Management include three Indigenous Aboriginal Women.**

The Corporation's Senior Management Team is comprised of the five management positions representing the five Headquarters' Divisions and the five management positions representing the five districts.

80% of the Corporation's Senior Management Team meets affirmative action criteria as follows:

Total Members	Indigenous Aboriginals	Indigenous Non-Aboriginals	Women In Management
10	5	2	1

Highlights

For the reporting period April 1, 2004 to March 31, 2005, the Corporation supported the *Affirmative Action Policy* through recruitment and retention.

Recruitment

- 76.5% of the hires in 2004/05 met the Affirmative Action criteria. .

Total Hires	Indigenous Aboriginal	Indigenous Non-Aboriginal
51	28 (54.9%)	11 (21.6%)

- 100.0% of the student hires in 2004/05 met the Affirmative Action criteria.

Total Student Hires	Indigenous Aboriginal	Indigenous Non-Aboriginal
17	9 (52.94%)	8 (47.06%)

Maximizing Northern Employment	I Indigenous Aboriginal	Indigenous Non-Aboriginal	No Affirm. Action Priority
Progressive Experience (9)	6	3	n/a
Internships (2)	1	0	1

Progressive Experience funding was accessed for nine students, and all nine students met the Affirmative Action criteria.

Internship funding was accessed for two students, and one of the students met the Affirmative Action criteria.

- The Corporation will continue to pursue the development of Programs Officers/Advisors and Finance Officers though opportunities provided by the implementation of the Internship Program and Succession Planning. Other positions in specialized areas of Finance and Informatics will also be considered.

Challenges and Opportunities

External Challenges: There continues to be difficulty in recruiting qualified and suitable candidates for those positions that require higher levels of education and experience. This includes Senior Policy Officers, Senior Technical Officers, and Senior Finance Officers. The Corporation also experiences considerable difficulty in staffing field positions, such as Programs Advisors and Technical Advisors with suitable and qualified staff who are bilingual in English and the aboriginal language spoken in the respective areas.

The difficulty increases in attracting qualified and suitable employees when recruiting for staff in smaller communities. Local Housing Organizations also experience the same difficulty, especially in attracting individuals for management and trades positions.

Internal Opportunities: Maximizing northern employment initiatives, such as Progressive Experience and Internship Programs, contribute to building a qualified and suitable workforce over the long-term.

A structured succession-planning program has been developed and the effective implementation, beginning in the summer of 2005, will contribute to the development of middle and senior management over the long-term. The Corporation's activity in the 2003/04 Management Assignment Program (MAP):

- Four Affirmative Action applicants: Three Indigenous Aboriginal;
  One Woman in Non-Traditional.

Selected: One Indigenous Aboriginal applicant into Pre-Management stream,
One Indigenous Aboriginal applicant into the Management stream.

Retention

- In support of succession planning, one aboriginal employee has completed the fourth year of his training for the District Controller's position. The individual continues to progress through the Certified General Accountants (CGA) courses. The individual will be given the opportunity for education leave for the purpose of completing the CGA program.

- One regional aboriginal employee graduated in the spring of 2005 from the University of Cape Breton with a Bachelors Degree in Business Administration and a Bachelor of Arts Community Studies Degree. The individual will return to a regional middle-management position.

- One regional aboriginal employee completed the Community Management Program from the School of Community Government. The individual will be provided opportunities to gain the practical experience required for certification.

- One headquarters' indigenous non-aboriginal employee received the designation of Real Property Administrator.

- The Corporation provides internal and external transfer assignments and long-term acting assignments to affirmative action employees.

- The Corporation's total investment in training and development initiatives for 51 employees in 2004/05 was approximately $72,164. Of this, $40,626.69 (56.3%) was invested in affirmative action employees.

Total Number of Affirmative Action Employees March 31, 2004	Number of Affirmative Action Employees Who Received Professional Development	Total Investment for Affirmative Action Employees 2004/05	Investment Per Affirmative Action Employee 2004/05
51	30	$40,627	$1,354

Category	Affirmative Action Employees Receiving Professional Development	Investment
Indigenous Aboriginals	15	$ 25,374
Disabled	2	$ 3,200
Indigenous Non-Aboriginals	11	$ 11,703
Women-In Non Traditional	2	$ 350
Totals	30	$ 40,627

The Corporation continues to combine the long-service recognition of employees with other employee social functions taking place during the year. Results of employee recognition in 2004 are:

Number of Years Recognized	Number of Employees
5 Years	6
10 Years	8
15 Years	2
20 Years	4
25 Years	2

The Corporation supports staff needs to balance home and work life and supports a number of staff working flex-time, part-time, and compressed workweek.

Succession Planning

- One Affirmative Action employee is on an internal transfer assignment.
- Two Affirmative Action employees are on external transfer assignments.
- A Succession Planning Initiative document was prepared by year-end for implementation in the 2004/05 year. This initiative identifies an ongoing process, through which focused assignments and training courses develop employees to enhance their opportunities for advancement at all levels of the organization. Implementation of this initiative will commence in the 2005/06 fiscal year.

Evaluation/Accountability

- The Corporation supports the performance review process as it provides an opportunity to recognize staff for their achievements and to identify professional and personal development in consultation with the respective employees. Completion rate for Performance Reviews was 95.3%.

Affirmative Action – Northwest Territories Housing Corporation – March 31, 2005

Yellowknife HQ/ Districts	Total Employees	Aboriginal	Long Term Northerners	Disabled
Yellowknife HQ	59	15	11	4
North slave	10	4	2	
South Slave	11	7	3	
Nahendeh	7	5		
Sahtu	5	2		
Beaufort Delta	11	6		
Totals	103	39	16	4

Yellowknife/ Districts	Women In Non-Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	4	16	4	4	4
North Slave		3		1	
South Slave		3		1	1
Nahendeh		2		2	
Sahtu		1		1	
Beaufort Delta		3	1	2	
TOTALS	4	28	5	11	5

In the above table, Women in Management show only those women who do not meet affirmative action criteria in any category other than Women in Management. If the women who meet affirmative action criteria in one of the other categories were included, the total women in Management positions would be eight. The difference is the three Indigenous Aboriginal Women who are in Management positions.

Affirmative action employees occupy 75% of total management positions.

Affirmative Action Status – Local Housing Organizations

Affirmative action statistics were not collected for this report. However, it is important to note that over the past three years, the Local Housing Organizations have consistently exceeded the 85% mark with respect to their employees meeting affirmative action criteria and over 70% of the LHO employees are indigenous. Statistics will be collected every third year to ensure that priority staffing of affirmative action employees continues.

Highlights

The Corporation continues to support the professional development of Local Housing Organization (LHO) staff through their core funding and also through a Memorandum of Agreement with the School of Community Government. The Corporation contributes $150,000 as well as Corporation staff time to the School for the development and delivery of curricula to meet the needs of staff at the LHO level. The Corporation also partnered with the School of Community Government in the delivery of a territorial governance Conference. Fifteen housing representatives attended the conference.

Twenty-one LHO employees accessed courses through the School of Community Government. All are Indigenous Aboriginal.

Two LHO employees (Indigenous Aboriginal) have completed the course work for graduation from the School of Community Government. These employees are eligible to apply to take the exam for the Housing Manager occupational certification.

Two LHO employees have received occupational certification.

The Corporation funded and presented at three meetings with LHO management in Yellowknife to enhance the collaboration, development and understanding of the transfer of the public housing subsidy to the LHO. Other topics dealt with at these meetings included market housing, human resources, budgeting and planning.

Department of Public Works and Services

Region	HQ/NSRO	Inuvik Region	Ft. Smith Region	Dept. Totals
Aboriginal and Long-Term Residents:				
Total PWS employees	106	37	61	204
# Indigenous Aboriginal employees	16	13	43	72
# Indigenous Non-Aboriginal employees	25	2	4	31
# Disabled employees	2	0	1	3
% Affirmative Action employees	**46%**	**40%**	**79%**	**52%**
Management – Aboriginal, Long-Term Residents and Women:				
Total # of Management employees	22	4	6	32
# Indigenous Aboriginal employees in Management	1	0	2	3
# Indigenous Non-Aboriginal employees in management	7	1	1	9
Total # Affirmative Action employees in Management	8	1	3	12
% Affirmative Action employees in Management	**36%**	**25%**	**50%**	**38%**
# Women in Management	5	1	3	9
% Women in Management	**22%**	**25%**	**50%**	**28%**
Women in Non-Traditional Positions:				
Total # of employees in Non-Traditional positions	50	23	26	99
# Women in Non-Traditional positions	8	1	2	11
% Women in Non-Traditional positions	**16%**	**4%**	**8%**	**12%**

The Department of Public Works and Services (PWS) currently has a total of 216 positions. There are 112 positions in Yellowknife (including the North Slave Regional Office), 60 in the Fort Smith Region and 44 in the Inuvik Region.

The breakdown of positions is as follows:

8	in Senior Management
24	in Middle Management
184	in other positions

The department also has two intern positions filled in Yellowknife.

Employees who are part of the designated groups under the *Affirmative Action Policy* make up 52 % of the Department. The majority, 34% of the Department, is Indigenous Aboriginal employees. The Department supports the *Affirmative Action Policy* as evidenced by an increasing percentage of affirmative action employees.

Recruitment and Retention

Since April, 2004:

- Two females were hired into a non-traditional occupation (Project Officer & Engineer).
- Four direct appointments were approved (All Regional).
- The department staffed 25 positions through competition of which 11 were affirmative action candidates.
- Northern residents were hired for 23 out of 25 positions.
- One affirmative action candidate is currently participating in a training program – in the water and sewage area.
- Sixteen employees are participating in transfer assignments to broaden their experience.
- Twenty-five affirmative action students were hired for summer employment in the summer of 2004.

The Department ensures that its job descriptions do not contain systemic barriers for affirmative action candidates and equivalencies are established for all positions. Selection criteria and questions fairly reflect the job requirements and are not structured to exclude any affirmative action groups. As much as possible, PWS has standard job descriptions.

The Department continues to experience difficulty recruiting affirmative action candidates for its professional and technical positions due to the level of education required for these positions. The Department has established intern positions to assist in meeting its requirements, but has found there are not enough students graduating with a post-secondary education in these disciplines to fill positions.

The Department is a sponsor of math and science awards for junior high schools throughout the NWT to encourage students to continue with these subjects, which are a requirement for engineering and architecture post-secondary programs. The Department is also experiencing difficulty in recruiting trades staff, due to the tight competition from the mines and private sector.

Organizational Support

Employees are recognized for their long-service during departmental staff events. The department is also developing its own employee recognition program.

The Department actively supports ongoing professional development of staff. This includes support for participation in professional conferences, IT courses, training workshops and college courses.

Succession Planning

Over the past five months:

- Seven affirmative action candidates have been participating in transfer assignments to develop skills and experience in other areas.
- One affirmative action candidate is currently being developed and mentored as a water and sewer operator.
- The Department is sponsoring four candidates in the GNWT's MAP Program in order for them to obtain the necessary skills for senior management positions. Three of these are women.
- Two interns have been hired. Both have affirmative action status.

Evaluation/Accountability

The Department recognizes the importance of annual performance reviews and ensures all employees have one completed. The department has over a 90% completion rate. A departmental training plan has been established to ensure employees receive the core training for their position. Developmental training is also discussed and scheduled during performance reviews.

Department of Resources, Wildlife & Economic Development

Affirmative Action Status

As of March 31, 2005, there were 385 employees within the Department of Resources, Wildlife & Economic Development (RWED). This includes all indeterminate, term, part-time and seasonal employees.

	March 31, 2005	March 31, 2004
Total Employees:	**385**	**399**
Indigenous Aboriginal	165 (43%)	173 (43%)
Indigenous Non-Aboriginal	49 (13%)	57 (14%)
Disabled	1 (0.2)	1 (0.2%)

	March 31, 2005	March 31, 2004
Management Positions:	**21**	**21***
Women in Management (WIM)	3 (14%)	4 (19%)
Aboriginals in Management	1	1

*the definition of management positions now includes only senior managers

	March 31, 2005	March 31, 2004
Non-Traditional Positions:	**130**	**130**
Women in Non-Traditional	19 (15%)	8 (6%)

Corporate Policy

The Department of RWED was well into the development of a departmental Human Resource Management/Succession Plan. In the past year all employees, except a few who specifically did not want to be, were interviewed to establish career goals and training needs. This information will be analyzed, and in consultation with senior management, and with the assistance of the centralized Human Resource branch a succession plan will be developed. On April 1, 2005 RWED was split into two departments called Industry, Tourism and Investment (ITI) and Environment and Natural Resources (ENR) and a succession plan will therefore have to be developed for both departments. This plan will provide a strategic approach to managing and developing staff to meet the long-term goals and objectives of the two new departments. It is becoming critical that departments develop their employees in order to be able to promote and retain staff in an ever-increasing competition for a diminishing workforce.

Recruitment

Fifty-one positions were filled since the last reporting period, three through direct appointment. Of those employees, 26 were indigenous aboriginal.

The Department strongly supports the Maximizing Northern Employment Policy and, as of April 1, 2005, has six interns working in their chosen field. The Department hired 43 summer students to give them the opportunity to gain experience and practical skills. The student program continues to be very successful for the students, the interns and the Department. Identifying areas where the hiring of summer students and interns will be of benefit to everyone concerned has become part of managers and supervisors' long-term planning exercise.

Retention

The Department of RWED has been active in supporting ongoing professional development to improve employees' skill levels. This includes support for long and short-term education leave, distant education, workshops, on-the-job training and transfer assignments. During the reporting period six employees have been on education leave; 23 employees are on developmental transfer assignments; two on secondment to the Federal Government and two on transfer assignments from other departments.

Organizational Support

Long service of employees is recognized through an annual long-service event that takes place every spring attended by the Deputy Minister and the Assistant Deputy Minister. In addition, the Department gives a special recognition to employees who had exhibited outstanding performance through the year in the form of a Deputy Minister's Award. At this year's Long-Service Ceremony five employees were recognized for their contribution to the Department of ENR and seven for their contribution to the Department of ITI.

Mentorship and coaching is done on an informal basis for new employees or employees on developmental assignments.

The Department continues to support requests for flexible hours and job sharing opportunities as a viable alternative to support work/family balance as long as client needs are met.

Succession Planning

The Department has one employee participating in the GNWT Management Assignment Program for this past reporting period. However, in view of the Department's awareness that several senior and middle-managers are nearing retirement within the next few years, it became imperative that the Department also work on its own succession and career development plan for the employees to meet the future demands. Several employee development career moves have been initiated this past year and any requests for education leave and transfer assignments are given serious consideration with succession planning and development in mind.

Competencies for RWED (now ENR and ITI) positions have been developed and will be included in the job descriptions as they are rewritten, in the performance appraisals and ultimately in the recruitment efforts. Any succession planning will be working within the provisions of the *Affirmative Action Policy*.

Evaluation/Accountability

Performance appraisals are a valuable tool in evaluating an employee's performance and identifying training needs to enhance employee skills. In the coming year, the Performance Appraisals are expanded to include competencies required for the particular positions which, with identified training needs, will link to the Department's human resource management and succession planning. The two departments' challenge in the short-term will be to add competencies to all job descriptions.

Exit interviews were conducted on employees who are resigning from the Department. The information is compiled and analyzed and used by senior management in making improvements to the work place. The information obtained through this exercise continues to give valuable insight and help identify problem areas in supervision that had to be addressed. Some of the reasons for leaving were directly related to leadership issues.

Challenges and Opportunities

External Challenge: Competition from resource development industries and the federal government has made it difficult for the department to attract affirmative action candidates for technical positions and middle management positions.

Internal Opportunity: Development of a Human Resource Management/ Succession Plan will help ensure that affirmative action employees' career goals and training needs are identified to meet long-term goals and objectives of the GNWT.

Department of Transportation

Affirmative Action Status

As of March 31, 2005, there were 257 employees within the Department of Transportation (DOT). This includes all indeterminate, term and part-time employees.

	March 31, 2004	March 31, 2005
Total Employees	261	257
Indigenous Aboriginal	109 (42%)	94 (37%)
Indigenous Non-Aboriginal	51(20%)	49 (19%)
Disabled	1 (1%)	1 (1%)

	March 31, 2004	March 31, 2005
Snr. Management Positions	11	11
Women in Management	1 (9%)	1 (9%)
Aboriginal in Management	0	0

	March 31, 2004	March 31, 2005
Mid-Management Positions	41	44
Women in Management	8 (20%)	7 (16%)
Aboriginal in Management	5 (12%)	7 (16%)
Indigenous Non-Aboriginal	7 (17%)	5 (11%)

	March 31, 2004	March 31, 2005
Non-Traditional Positions	108	146
Women in Non-Traditional	3 (3%)	4 (3%)

Affirmative Action by Region:

	HQ/YK	*North Slave Region*	*South Slave Region*	*Fort Simpson Region*	*Inuvik Region*
Total Employees	*108*	*48*	*55*	*16*	*30*
Indigenous Aboriginal	*19*	*17*	*33*	*8*	*18*
Indigenous Non-Aboriginal	*22*	*10*	*7*	*2*	*5*
Women in Management	*5*	*0*	*1*	*1*	*0*
Disabled	*1*	*0*	*0*	*0*	*0*
Women in Non-Traditional	*1*	*0*	*2*	*0*	*1*

Highlights

During the period April 1, 2004 to March 31, 2005, the Department of Transportation was active in supporting the *Affirmative Action Policy* in the following areas.

Recruitment

- In an effort to develop the skills and experience of potential future employees, 38 students were employed in the summer of 2004, with the Department, of which 27 or 71%% had affirmative action status.
- The Department employed one intern in our communications area during the reporting period.
- One direct appointment of an affirmative action candidate was made in the reporting period.

Retention

- One of the ongoing objectives has been to develop staff for promotion with the Department, with a focus on Affirmative Action candidates. The Career Development Program is a program developed by DOT to assist current employees to develop into other positions. The first intake in 1999 saw 17 participants and 13 participating as mentors to the participants. An additional intake in 2002 was done with 11 staff entering the program. In 2003, the program took in two employees and in 2004, eight additional employees were approved to enter the program. The employees work with their supervisors to develop a career development plan, which includes training and special assignments. This program will develop a representative pool of competent employees from which employees for supervisory, managerial and technical positions can eventually be drawn.
- The Department supports the ongoing professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Succession Planning

- Seven affirmative action employees are currently being provided the opportunity to develop their skills through transfer assignments within the department.

- The Department's Job Evaluation Committee included some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Management Assignment Program

The Department recognizes the need to develop the management and leadership skills of its employees to support effective succession planning across the organization.

The Management Assignment Program provides an opportunity to develop existing employees who demonstrate management and leadership potential beyond their current position in the organization. The program will result in a pool of individuals who are better prepared for consideration for future management/leadership roles within the GNWT. The Department currently supports five employees in this training program.

Math and Science Awards Program

The Department actively participates each year in a Math and Sciences Award program. This program recognizes students in grades 7, 8 and 9 who have attained a high level of achievement in Math and Science. These awards were created to encourage students to continue their studies in those subjects. In 2004, 41 students were nominated throughout the Northwest Territories to receive this award. Recipients are presented with a T-shirt and book with either a math or science theme appropriate to their age group. Repeat recipients are also presented with a calculator. The number of repeat recipients attests to the success of this program.

Career Assignment Program (Federal Training Program)

The Department has two employees enrolled in this program who are also enrolled in the MAP program. One is currently in a transfer assignment with another Government Department and the other is awaiting her next assignment. This Program will assist in developing these employees into higher level of management positions.

Aviation Bursary Program

The Department of Transportation, in partnership with Canadian North and the Northern Aviation Transport Association, established the program in 2001 to assist Northwest Territories students in pursing an exciting career in aviation. The program provides financial support to eligible students enrolled in studies related to the aviation field.

In June of 2004, eight students received bursaries worth $5,000.00 each for a total of $40,000.00.

Appendix "A" - Human Resource Reporting Categories

The examples under each category are not meant to be limiting but simply to give examples of what kinds of activities you could talk about under each category.

Corporate Policy
- Roles and Responsibilities
- Standardized HR reporting
- Standardized HR plans/strategies

Recruitment
- Student employment
- Graduate employment
- Career/job information
- Career promotion
- Job Shadowing
- Entry-level positions
- Targeted recruitment
- Direct appointments
- Work placements
- Marketing employer and location

Retention
- Career Development
  - Transfer assignments
  - Training
    - Short-term
    - Long-term
    - Workshops
  - Retraining
  - Development assignments
- Organizational Support
  - Mentorships
  - Coaching
  - Eliminating systemic barriers
  - Competency based opportunities
  - Employee recognition
  - Flexible working arrangements
  - Job enhancement/enrichment

Succession Planning
- Training
- Targeted skill development
- Employee career plans
- Developmental assignments
- Transfer assignments (for developmental purposes)
- Acting assignments (for developmental purposes)

Post-Employment
- Standardized exit interviews
- Turnover statistics

Evaluation/Accountability
- Performance evaluations
- Employee satisfaction surveys
- Analysis of turnover

Appendix "B" - Summary of Affirmative Action Statistics

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Aboriginal Affairs	2005	37	12	12	0
	2004	39	16	12	0
Aurora College	2005	170	50	10	0
	2004	184	53	11	0
Divisional Education Councils	2005	693	221	23	0
	2004	713	218	26	0
Education, Culture & Employment	2005	198	60	43	0
	2004	192	56	34	0
Executive	2005	54	13	19	0
	2004	64	15	20	0
Finance	2005	47	12	5	1
	2004	49	10	6	1
Financial Management Board Secretariat	2005	165	45	49	0
	2004	157	38	40	0
Health and Social Services (Includes all public services Health and Social Service Authorities)	2005	1166	335	108	3
	2004	1163	329	101	3
Justice	2005	418	132	68	0
	2004	415	134	63	0
Legislative Assembly	2005	28	3	11	0
	2004	29	2	14	0
Municipal and Community Affairs	2005	131	37	34	0
	2004	127	35	31	0
NWT Housing Corporation	2005	103	37	16	4
	2004	102	35	15	7
Public Works & Services	2005	204	72	31	5
	2004	206	72	35	5
Resources, Wildlife & Economic Development	2005	399	175	56	1
	2004	389	170	58	1
Transportation	2005	257	96	49	1
	2004	266	100	48	1
GNWT Total	**2005**	**4070**	**1300**	**534**	**15**
	2004	4095	1367	606	18

Management Statistics

Department	Year	Total Mgmt	Women in Mgmt	Aboriginal in Mgmt
Aboriginal Affairs	2005	7	1	1
	2004	11	1	0
Aurora College	2005	9	7	2
	2004	7	1	1
Divisional Education Councils	2005	8	3	2
	2004	8	2	2
Education, Culture & Employment	2005	15	7	4
	2004	13	7	2
Executive	2005	11	5	2
	2004	14	9	2
Finance	2005	7	1	2
	2004	7	1	2
Financial Management Board Secretariat	2005	11	3	2
	2004	10	2	2
Health and Social Services (Includes all public services Health and Social Service Authorities)	2005	20	10	1
	2004	21	10	4
Justice	2005	13	5	1
	2004	13	6	1
Legislative Assembly	2005	6	1	0
	2004	5	1	3
Municipal and Community Affairs	2005	15	5	5
	2004	13	3	4
NWT Housing Corporation	2005	7	0	3
	2004	6	0	2
Public Works & Services	2005	9	2	1
	2004	9	1	4
Resources, Wildlife & Economic Development	2005	26	5	3
	2004	21	3	2
Transportation	2005	14	2	0
	2004	12	1	0
GNWT Total	**2005**	**178**	**57**	**29**
	2004	170	48	31

*Totals do not include Yellowknife HSS Authority, Inuvik Regional HSS Authority and the Dogrib Community Services Board